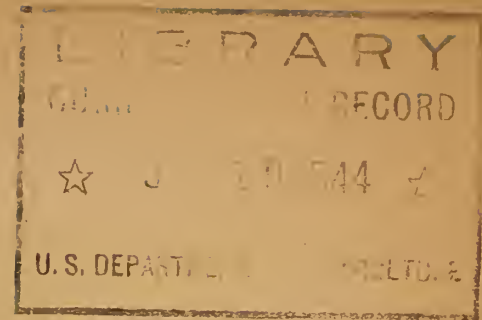


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May 24, 1944

FINANCE DIVISION MEMORANDUM NO. 19

Finance Division Field Organization and
Washington-Field Relationships

In accordance with the provisions of Director's Memorandum No. 2, Supplement 38, dated May 18, 1944, and in conformance with the principles of organization outlined in Finance Division Memoranda Nos. 2 and 15, the following policies and organizational changes will be initiated as of the date of this memorandum and made finally effective not later than July 1, 1944.

I. Organization of Field Finance Offices.

- A. Effective immediately field offices previously identified as Regional Fiscal Divisions will be known as Regional Finance Offices.
- B. The Chiefs of these offices will henceforth use the title of Regional Finance Officer.
- C. Each Regional Finance Office will be reorganized into the following sub-divisions:
 - (1) Office of the Chief
 - (2) Fund Accounting Section
 - (3) Administrative Fiscal Control Section
 - (4) Program Contract Accounting Section

(Charts reflecting national-field relationships and sectional and unit breakdown at the national level will be furnished each Regional Finance Officer under separate cover)

- D. The Audit and Fiscal Examination Sections of the present Regional Fiscal Divisions will be transferred from the jurisdiction of the Regional Finance Officer to the jurisdiction of the Chief, Audit and Fiscal Examination Division as soon as necessary arrangements are completed by that Division. Pending receipt of such notification every effort should be made to avoid transfers between the Audit and Fiscal Examination Section and any other Section of the Regional Finance Office in order that personnel already attached to that Section may remain intact.

- E. It is anticipated that revised functional and organizational charts establishing Regional Finance Office organizations on a uniform basis will be approved and released to the field on or about June 1. In the meantime, it is requested that existing personnel be regrouped administratively into the three basic sections indicated in Item C above.

Basically, the Fund Accounting Section will absorb the existing Administrative Accounting Section. The Administrative Fiscal Control Section will absorb the existing Administrative Voucher Review work and Cashier, Payroll and Service Section. The Program Contract Accounting Section will assume responsibility for the work performed in connection with the audit and certification of commodity or program vouchers. Each Regional Finance Officer has been furnished with a copy of the approved functional chart showing functions assigned to these Sections at the national level. Identical functions will be assigned to Sections at the regional level with the exception of field supervision, procedure and certain phases of claims and exceptions work.

II. Personnel Actions.

Regional Finance Officers will continue to use the facilities of the Regional Personnel Office on very much the same basis as in the past. However, effective immediately, Regional Finance Officers will obtain prior concurrence from the Chief Fiscal Officer before processing any request for personnel action involving the filling of any supervisory position under their jurisdiction at Grade CAF-7, \$2600, or above. Such concurrence shall be obtained by letter, or if sufficiently urgent, by telegraph. Regional Finance Officers will be required to indicate on the request for personnel action that such concurrence has been obtained. The purpose of this instruction is to insure that available supervisory qualified manpower within the Finance Division, regardless of present location, will be utilized to the fullest extent.

III. Personnel Ceilings.

Personnel ceilings will be established for each Regional Finance Office as of July 1, 1944. In order to clarify the status of present personnel ceilings heretofore established for the regional office it is requested that a report be submitted to the Chief Fiscal Officer containing the following information, as of the close of business May 31, 1944:

- (a) Number of personnel on active duty.
- (b) Number of personnel actions pending, classified between terminations and employment actions, by transfer or otherwise.
- (c) Number of vacancies which must be filled, by position, grade and classification title.

Subsequent to July 1, 1944, Regional Finance Officers should establish sectional ceilings within the total ceiling allotted the Regional Finance Office and should maintain rigid control over such ceilings.

IV. Washington-Field Relationships.

Under the proposed organization Regional Finance Officers will become staff members of the Finance Division. All instructions and written procedures will originate in the national office. Regional Finance Officers will, however, be required to participate in the formulation of policies and procedures within the limits of their particular fields of operation. Technical supervision will be conducted on a straightline basis insofar as decentralized operations are concerned.

It will be the responsibility of Regional Finance Officers to encourage and maintain cordial and businesslike relationships with all Divisions receiving Finance services. There should be no interruption in the working relationships that have already been established within the respective regional offices. It should be pointed out that the policy of this Division is to render a complete financial service to the Office of Distribution. The importance of maintaining proper working relationships cannot be over-emphasized. Suggestions, constructive criticism and legitimate requests for information from operating officials should be given prompt consideration. In the event that they involve new policies or procedures they should be referred immediately to the Chief Fiscal Officer for decision. Such referrals in all cases should be supported with a full statement of the facts, coupled with adequate recommendations by the Regional Finance Officers.

V. General.

In order to perfect the new organization it is anticipated that Regional Finance Officers will be requested to attend a conference in Washington during June. Prior notification will be sent regarding the dates of the conference and advance copies of the agenda will be supplied.

The national office is now in the process of establishing standard job classifications to be used on a uniform basis in all field offices. Each office should submit within 10 days an organization chart showing the acting assignments of personnel by grade and salary under the proposed organization. The organization chart should reflect sections, units and sub-units.

Personnel in the respective offices should be informed that full consideration will be given in the reorganization plans to each individual job and that it is not anticipated that any major action will be taken which will affect a majority of persons. Mainly, the reorganization is designed to accomplish, through a regrouping of functions now existing in the field offices, the following objectives:

- (a) To streamline organization by placing organizational responsibility on specific individuals in related fields of operation.
- (b) Simplification of methods through the coordination of procedure, policy and operations.
- (c) Fullest utilization of available manpower.

- E. It is anticipated that revised functional and organizational charts establishing Regional Finance Office organizations on a uniform basis will be approved and released to the field on or about June 1. In the meantime, it is requested that existing personnel be regrouped administratively into the three basic sections indicated in Item C above.

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This memorandum will be supplemented as rapidly as additional phases of the organizational plan are perfected. In the meantime it is expected that each person will continue to perform his individual and specific responsibilities to the best of his ability, thus enabling the fullest participation in that portion of the war effort which has been assigned to us.


E. G. Benser
Chief Fiscal Officer

B-454